

**Utah's Division of Child and Family Services**

# **Eastern Region Report**

## **Qualitative Case Review Findings**

**Review Conducted**

**May 4-7, 2015**

*A Report by*

*The Office of Services Review, Department of Human Services*

# **I. Introduction**

The Eastern Region Qualitative Case Review (QCR) for FY2015 was held the week of May 4-7, 2015. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties.

There were 20 cases randomly selected for the Eastern Region review. The sample included 12 foster care cases and eight in-home cases. One of the foster care cases was dropped from the review because key parties to the case were not available to be interviewed.

Cases were selected from the Blanding, Castle Dale, Moab, Price, Roosevelt, and Vernal offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents, caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review will meet with region staff in an exit conference to review the results of the region's QCR. Scores and data analysis will be presented to the region.

## II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On May 6-7, 2015 members of the OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff who were interviewed included the Region Director, region administrators, clinical consultant, supervisors, and caseworkers. Community partners interviewed included a judge, probation officer, guardians ad litem, assistant attorneys general, Utah Foster Care Foundation, and the Price foster parent cluster group. Interviews were conducted in Price, Roosevelt and Vernal. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

### Price and Castle Dale DCFS Stakeholder Interviews

#### STRENGTHS

- CPS and law enforcement have been working well together.
- The quality of the initial mental health assessments coming from Four Corners has improved over the past year.
- Substance abuse treatment services in the area are adequate. Four Corners is the primary resource for drug treatment in the area. Clients involved in Drug Court receive priority treatment. Otherwise there is a 45-60 day waiting period to begin services.
- DWS has been helping families qualify for the Specified Relative Grant.
- Workers were complimentary of the foster parents. Workers report that foster parents are receiving the proper training. There is a very active foster parent cluster group. Most foster parents are invited to court hearings. Most foster parents are invited and attend Family Team Meetings.
- The Resource Family Consultant team has made concerted efforts to improve the foster parent- worker relationship.
- There has been an increase in the use of kinship placement in the area. This has kept more kids in the area.
- The post adoption worker does a great job of supporting adoptions and assisting families access post adoption resources.
- There has been an active effort by the division to pursue kinship placements. As a result workers perceive there is more utilization of kinship resources for children involved with the division.

- Local offices are providing in-services training for staff. These are in the form of “brown-baggers” or “lunch and learn” events. However, training content tends to be oriented to new staff rather than veteran staff.
- The two regional trainers seem to be traveling a lot (to the state office). But these trainers do a lot with new hires on mentoring and tracking and provide some one-on-one Practice Model training/coaching/mentoring with staff.
- Working with the schools is reported to be generally good in all the area schools. One charter school is the only school that is uncooperative.
- Frustration from workers about the SAFE programming of the Child and Family Plan has decreased. In fact workers seem to be content with functionality and format of the plan.
- In Castle Dale monthly progress reports from mental health providers are always timely.
- The division reports the Assistant Attorney General does a great job representing the worker.
- The division uses the State Cooperative Contracts agreement to access JJS contracts and resources where DCFS does not have a contract.

#### OPPORTUNITIES FOR IMPROVEMENT

- There are several issues with the drug collecting and testing contract. Many of the staff doubt the validity of the drug testing results. The Castle Dale collection site does not supervise the collection. After hours and weekend collection is limited or not available at all. Community partners express dissatisfaction with the drug testing contract and provider.
- Families may experience delays in receiving mental health services. In some instances this has increased the likelihood of removal of the children because services had not yet started.
- There is a sense from workers within the division that Probation workers are recommending the removal of the children, and then Probation is reluctant to take the case back once the DCFS issues are resolved or absent.
- The quality of the peer parenting services in the area has deteriorated since the contract was centralized.
- There are very few DV treatment options in the Price/Castle Dale area.
- There are not a lot of treatment providers in the Price/Castle Dale area that include trauma-focused work.
- Shelter care for teenaged youth is not available in the Price area. Youth are transported out-of-area to Blanding or Richfield.
- Workers are frustrated when increasing workloads limit their ability to do a proper home visit consisting of engaging, assessing and intervening with the family.

- There is limited availability for mental health treatment for children. As a result, children are seen less frequently than recommended or seen for shorter sessions than is recommended.
- Workers would like to see the development of a local transitional housing resource for youth who are emancipating.

Participation in the Family Team Meeting tends to be limited to the worker and the family. Schools do not attend regularly. If the FTM is held at the school this improves school participation. GAL attendance is spotty depending on the case. Other providers attend pretty well such as peer parent, Early Interventions, and trackers. However Regional Health Care Technicians are occasionally overlooked when it comes to scheduling the Family Team Meeting.

## INFORMATION

- The ISAT service provider left the Price area. Thus far the service has not been replaced and as a result families are traveling out of area (to Provo). Four Corners provides some of the services but not all of the highly specialized services like sex specific treatment.
- The Assistant Attorney General has doubts about the SDM tool

# Price Castle and Dale Community Partners Stakeholder Interviews

## STRENGTHS

- There has been a general emphasis on the family preservation model.
- Workers, foster parent and kinship providers are generally invited and usually attend court hearings. Foster parents are encouraged to offer an oral report to the court. The judge tends to give more weight to the statements from caregivers.
- The parental defense attorney does a great job of advising clients.
- The agency strives to keep children in the area.
- The Price community stakeholders are organizing a multi-agency task force to better address the increasing drug abuse concerns.
- There has been an improvement in the working relationship between the local law enforcement departments and the child welfare community (DCFS and Children's Justice Center).
- It is evident that DCFS is striving to keep families together vs removal. There is no indication that the agency is sacrificing safety in pursuit of family preservation.
- There are weekly multi-agency meetings where cases are staffed for coordinating or involving other agencies either DCFS or DJJS.

- There are fewer cases going to trial because of the working relations of the parties. Outcomes seem to be better when mediation is part of the process.
- For the most part the GAL sees the Family Team Meeting as a good thing. There is lots of collaboration, and information sharing by the experts in attendance.
- There has been a greater emphasis on teaming.
- Overall there is a concerted effort to achieve permanency in a timely manner. There is no perception that too many youth are emancipating rather than finding permanent caregivers. When the case closes with individualized permanency it seems that the youth has been adequately prepared to be independent.

#### OPPORTUNITIES FOR IMPROVEMENT

- Team meetings are occurring more frequently but not necessarily more effectively. In some instances the frequency of teaming has slowed the decision making process. In some instances the division is using the team to answer questions that should not be put to the whole team. In some instances it seems that the membership of the team has included inappropriate members.
- There is a limited array of services in the Price area. This is particularly true of mental health services. When ISAT closed, there was a loss of domestic violence and sex abuse treatment. There has been a lot of turnover at Four Corners and it has been difficult replacing staff, therefore clients are not receiving the adequate services. Families First just started providing services in the area.
- Community partners are dissatisfied with the drug testing resources.
- Court reports are rarely provided 10 days prior to court. Court reports are typically provided the day before court.
- There are few or no drug and alcohol treatment options for youth in the Price area.
- There is a need to recruit more foster homes in Price area for all placement types from basic to structured and pre-adoptive homes.

#### SOMEWHERE IN BETWEEN

- The Regional Director is willing to meet whenever there are emerging issues but there are no regularly scheduled meetings to discuss practice. There is a monthly meeting with local administration and these meetings have been helpful.
- Some workers focus on the strength-based approach to the exclusion of failing to be fully honest with the family.
- The quality of drug treatment services provided is questionable and Drug Court is regarded as the best option for drug intervention.

# Roosevelt and Vernal DCFS

## STRENGTHS

- There have been some disproportional caseloads between the Roosevelt and Vernal offices. As a result the offices have shared resources in order to achieve more balance between the offices.
- The women's domestic violence shelter is a great resource. There are several options for treatment for domestic violence ranging from private to public resources. Most of the providers do a great job, but some of the private provider options can be expensive.
- Schools are attending FTMs pretty well.
- Working with the tribes has generally improved over the last year.
- There is a new judge in the tribal court and the working relationship is going well.
- Workers make great efforts to find solutions especially since there is no Memorandum of Understanding with the tribe.
- Since two GALs have been added the GALs are much more involved in case activities such as FTMs, visits with children.

## OPPORTUNITIES FOR IMPROVEMENT

- Drug abuse continues to be the biggest contributing factor for DCFS involvement. Workers have noted the prevalence of Heroin and Meth abuse in the area.
- There is a need for all levels of foster homes.
- There has been an emerging issue where therapists will not attend FTMs due to confusion as to whether the Family Team Meeting is billable
- Housing is an issue. This is impacting the workforce since housing is so expensive that many of the new workers are sharing housing.
- Front line workers still struggle with knowing and following ICWA policy and workers could benefit from training focusing on ICWA procedures.
- There are a number of foster parents who refuse to travel (courts, medical appointments, or parent/child visits).

## SOMEWHERE IN BETWEEN

- Mental Health services are adequate but there are too few therapists. Therefore rate of treatment is too infrequent. Specialized treatment for youth or adults with complex needs is limited.
- There is an individual who provides sex abuse treatment but there is some question about credentials. However all are satisfied with the results. Other than this one individual, there are limited services for sexual abuse treatment. There are no NOJOS Level services in the area. Most clients must be sent out of area.
- There is a limited array for drug treatment. There is an inpatient drug treatment for Native American adults, but there is a waiting list. The North Eastern Counseling provider offers an effective out-patient drug treatment service. There is no inpatient treatment option. There is no local alcohol/drug detoxification service in the area. Private-pay services tend to be expensive.
- There are many options for families seeking instruction on how to parent; however, the quality of the service experience is varied. The quality of the peer parenting service has deteriorated over time. The peer parent provider tends to get too enmeshed with the family. There needs to be better guidelines for the peer parenting. The Love and Logic curriculum works well with some parents but not others depending on the parent. Utah Youth Village offers great parenting instruction experience for families; however, there can be a delay due to the volume of referrals. Families First offers a good program. CASA parenting also offers a great experience, but services are not readily available.
- There are very few services for non-English speaking clients. However workers who speak second languages try to help where needed.
- Workers in the Roosevelt/Vernal area are less critical of the drug testing resources. However, there are concerns that the hours of operation are inconsistent on Fridays and the collection site is closed during lunch hour. There are also concerns about the way the schedule for random testing is functioning. The concern occurs when clients with limited testing requirements complete the entire month's collection requirements in the first week or so. This leaves the rest of the month open.
- The foster parent training is good; however, training is only available once every three to four months.
- The CPS workers have a great working relationship with Law enforcement in Vernal and Duchesne. Roosevelt City police are more difficult to work with.

## INFORMATION

- The "Meth No More" program is no longer operating in the area. This was a helpful service. This was a service based on a grant and the grant ended.

## Roosevelt and Vernal Community Partners



## STRENGTHS

- Family Team Meetings are occurring regularly and everyone has an opportunity to speak.
- There are regularly occurring stakeholder coordination meetings between legal partners and the division.
- There has been an emphasis on keeping children in the home through family preservation.
- Local mental health partners do a great job. There are also a few private providers who work with the agency including some who specialize in specific treatment such as sex abuse.
- The parental defense attorney does a great job.
- Foster parents report they are given ample notification and have a voice in meetings.
- Foster parents report they are invited to court and the judges allow them to speak.
- There are not enough respite resources in the area particularly outside of the homes licensed to proctor provider agencies.
- Training provided to proctor parents is adequate and is provided on a regular basis.

## INFORMATION

- The vast majority of cases are drug related, primarily coming from law enforcement and Drug Task Force.

### III. Child and Family Status, System Performance, Analysis, and Trends


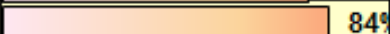



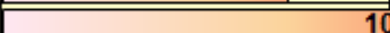
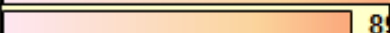



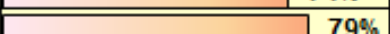
The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

## Child and Family Status Indicators

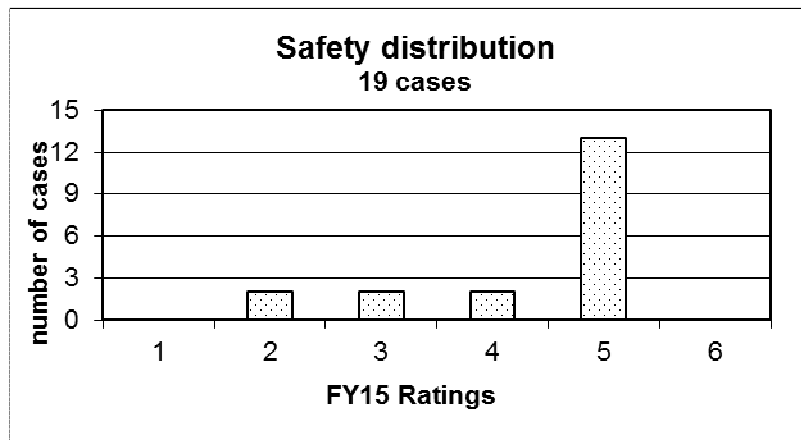
### Overall Status

Eastern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (Exception is Safety = 85%)	FY11	FY12	FY13	FY14	FY15 Current Scores
			Standard: Criteria 85% on overall score					
<b>Safety</b>	15	4	 79%	88%	95%	85%	95%	79%
<i>Child Safe from Others</i>	16	3	 84%	88%	100%	90%	95%	84%
<i>Child Risk to Self or Others</i>	17	2	 89%	96%	95%	90%	100%	89%
<b>Stability</b>	16	3	 84%	75%	80%	70%	84%	84%
<b>Prospect for Permanence</b>	14	5	 74%	75%	60%	60%	89%	74%
<b>Health/Physical Well-being</b>	19	0	 100%	100%	95%	95%	100%	100%
<b>Emot./Behavioral Well-being</b>	17	2	 89%	79%	70%	85%	100%	89%
<b>Learning</b>	18	1	 95%	83%	85%	90%	100%	95%
<b>Family Connections</b>	6	0	 100%	na	73%	92%	88%	100%
<b>Satisfaction</b>	14	5	 74%	88%	85%	80%	79%	74%
<b>Overall Score</b>	15	4	 79%	88%	80%	80%	95%	79%
0% 20% 40% 60% 80% 100%								

## Safety

**Summative Questions:** Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

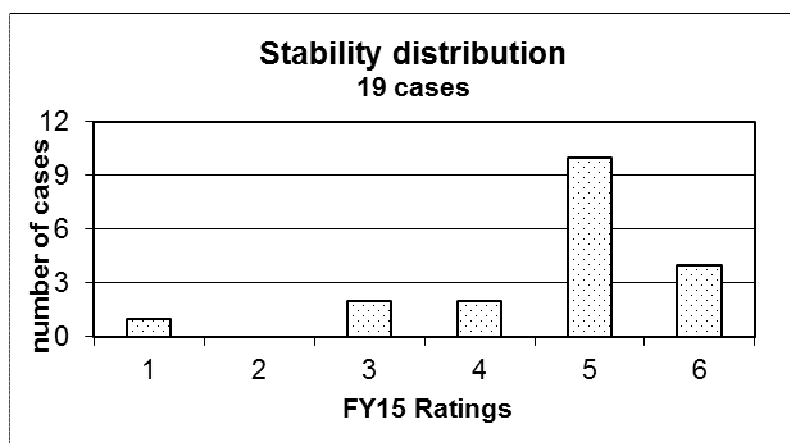
**Findings:** 79% of cases reviewed were in the acceptable range. This is a decrease from last year's score of 95%.



## Stability

**Summative Questions:** Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

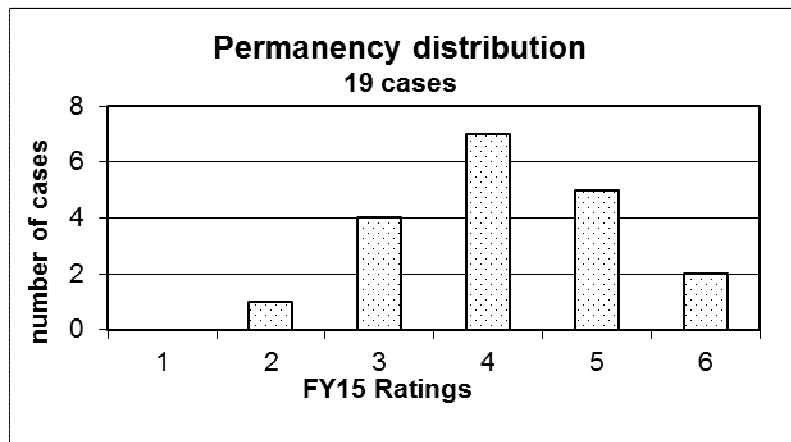
**Findings:** 84% of cases reviewed were in the acceptable range. This is the same as last year's score and well above standard.



## Prospects for Permanence

**Summative Questions:** Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

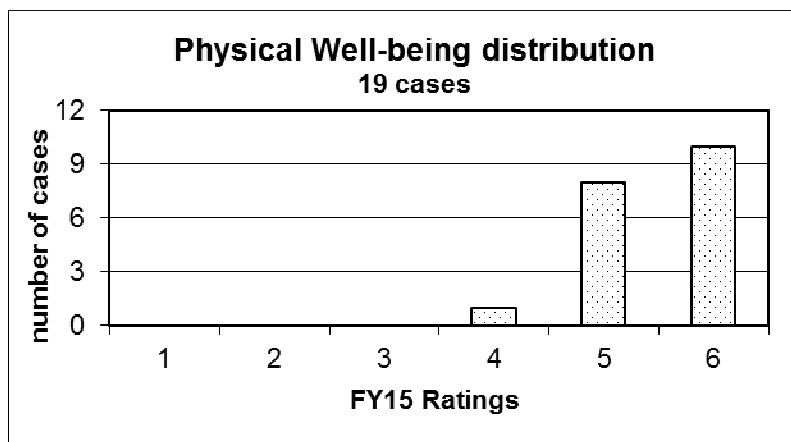
**Findings:** 74% of cases reviewed were within the acceptable range. This is a decrease from last year's exceptionally high score of 89% on this difficult indicator but remains above standard.



## Health/Physical Well-Being

**Summative Questions:** Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services as needed?

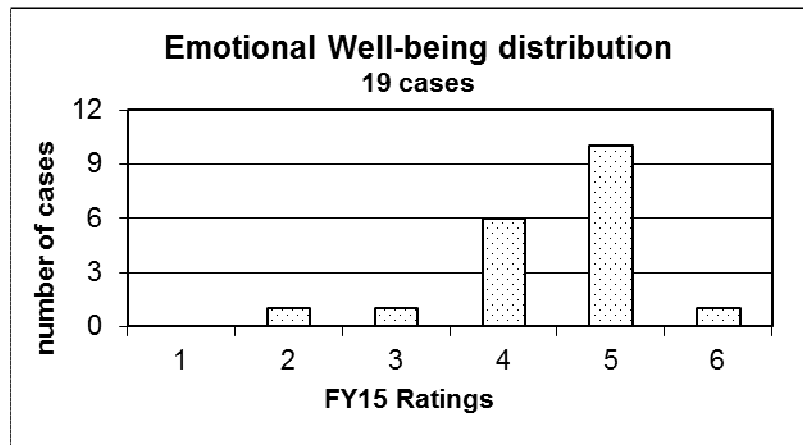
**Findings:** 100% of cases reviewed were in the acceptable range. This is the second consecutive year this indicator has scored 100%.



## Emotional/Behavioral Well-Being

**Summative Questions:** Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

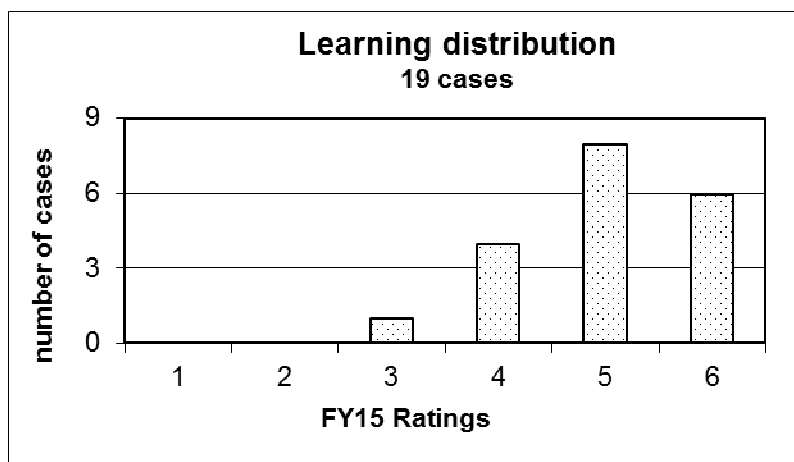
**Findings:** 89% of cases reviewed were within the acceptable range.



## Learning Progress

**Summative Question:** Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

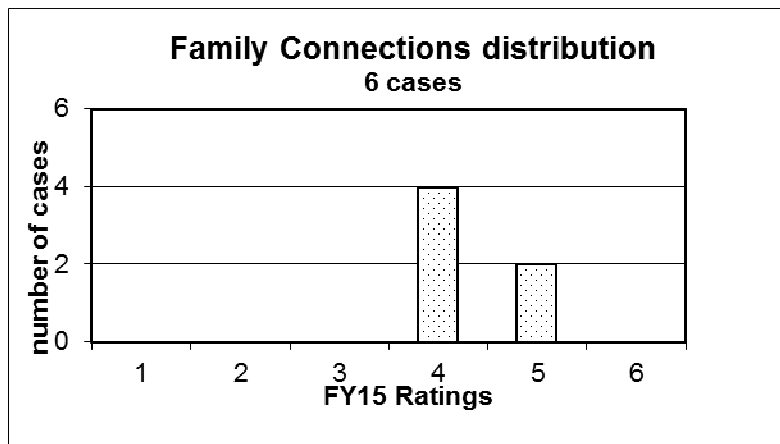
**Findings:** 95% of cases reviewed were within the acceptable range. This is a slight decrease from last year's score of 100% but remains well above standard.



## Family Connections

**Summative Question:** While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

**Findings:** 100% of cases scored acceptable on Overall Family Connections. This is a significant increase from last year where child connections with mothers and fathers were scored at 50%.

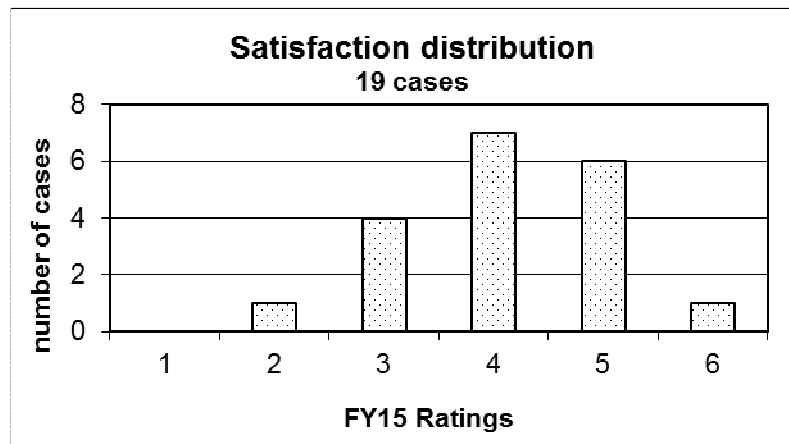


Eastern Family Connections			
	# of cases (+)	# of cases (-)	FY15 Current Scores
Overall Connections	6	0	100%
Mother	5	0	100%
Father	6	0	100%
Siblings	1	0	100%
Other	1	0	100%

## Satisfaction

**Summative Question:** Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

**Findings:** 74% of cases reviewed were within the acceptable range on the overall Satisfaction score. This is a decrease from last year's score of 79%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 89% for Caregiver to 67% for Mothers.



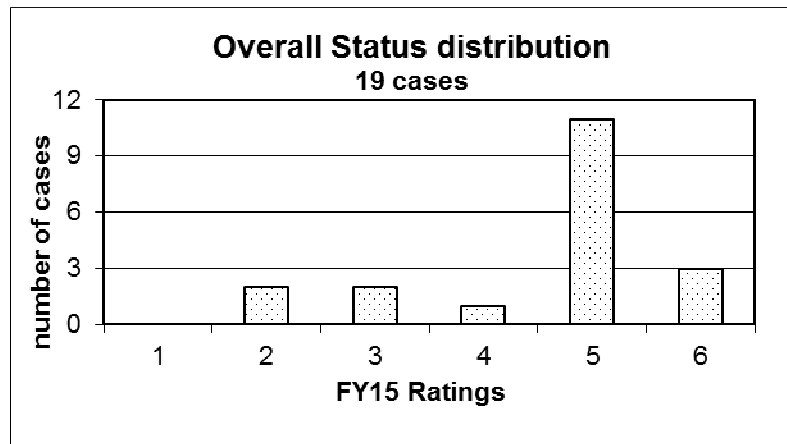
Eastern Satisfaction			
	# of cases (+)	# of cases (-)	FY15 Current Scores
<b>Satisfaction</b>	14	5	<b>74%</b>
Child	7	1	<b>88%</b>
Mother	10	5	<b>67%</b>
Father	8	2	<b>80%</b>
Caregiver	8	1	<b>89%</b>
Other	4	1	<b>80%</b>



## Overall Child and Family Status

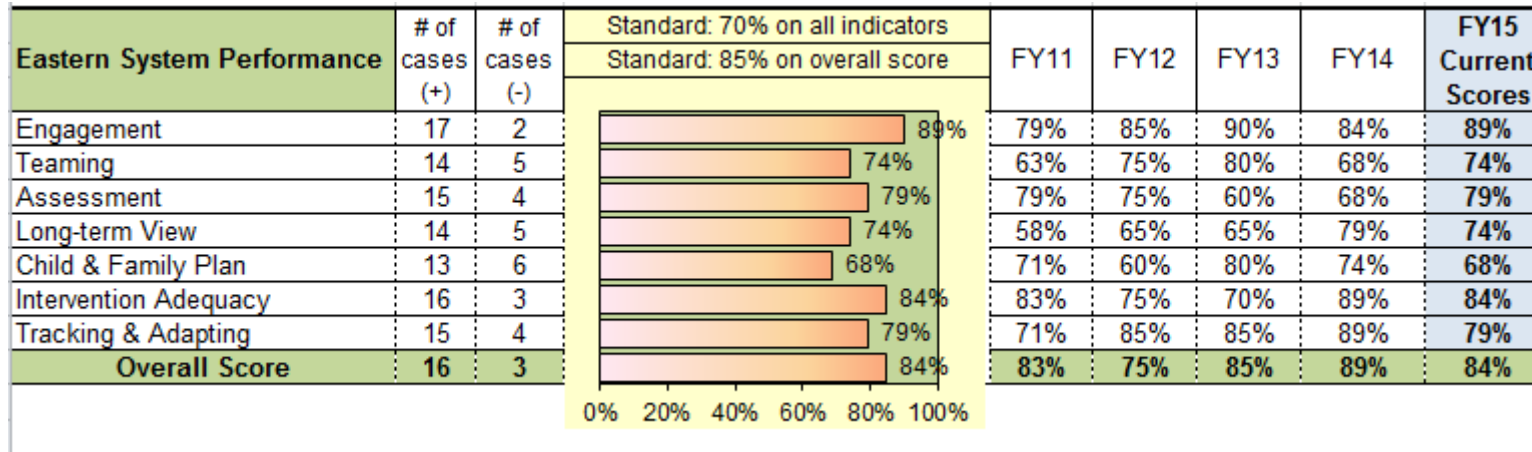
**Summative Questions:** Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family Status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family Status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 79% of cases reviewed were within the acceptable range. The Overall Child Status score is below the Overall Child Status standard of 85%.



## System Performance Indicators

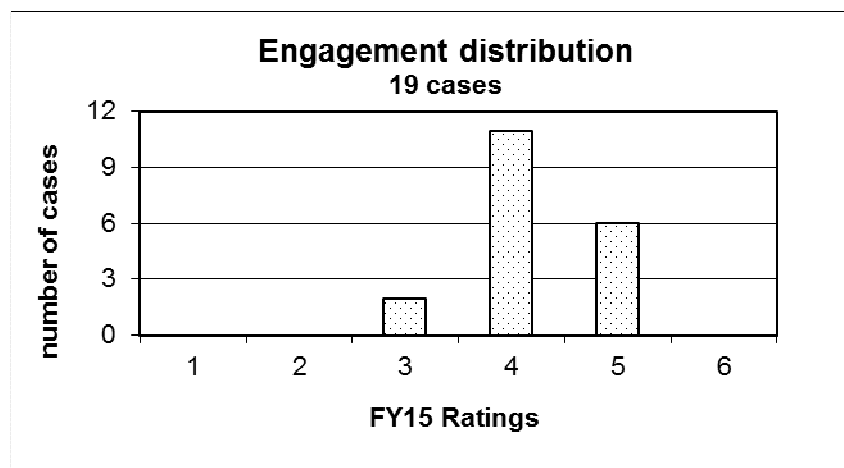
### Overall System



## Child and Family Engagement

**Summative Questions:** Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

**Findings:** 89% of cases reviewed were within the acceptable range. This is a modest increase from last year's score of 84% and well above standard. Separate scores were given for Child, Mother, Father and Others. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 100% for the Child to 67% for Others.

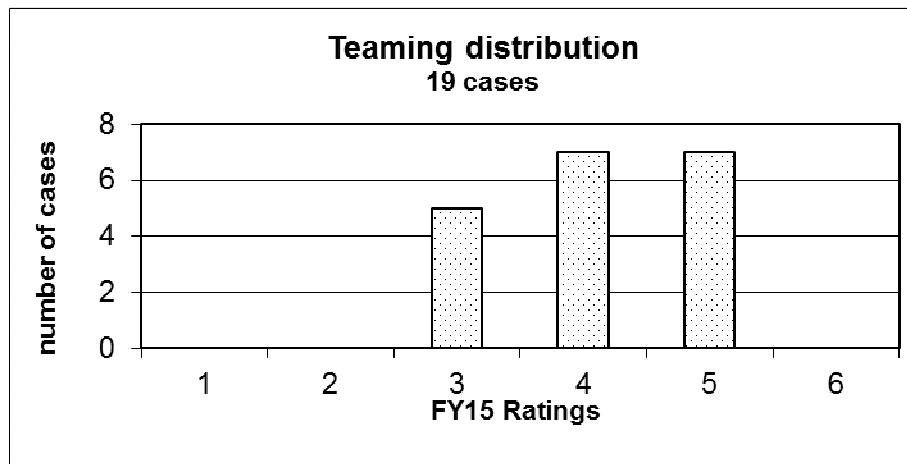


Eastern Engagement			
	# of cases (+)	# of cases (-)	FY15 Current Scores
Engagement	17	2	89%
Child	15	0	100%
Mother	13	2	87%
Father	11	3	79%
Other	6	3	67%

## Child and Family Teaming

**Summative Questions:** Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

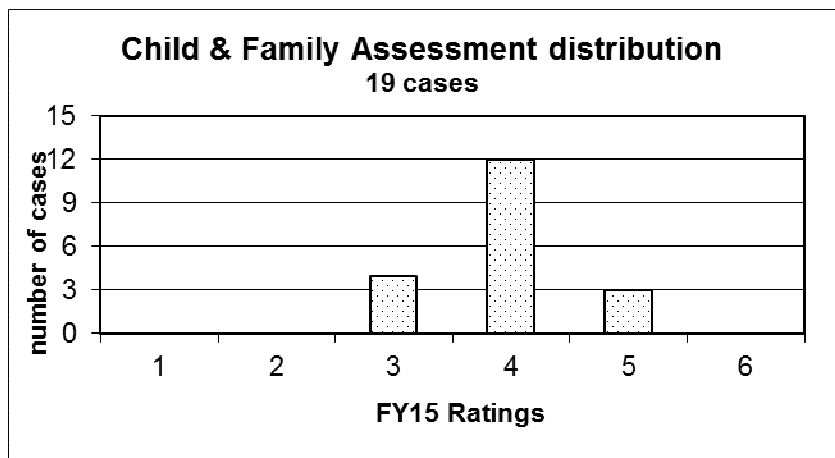
**Findings:** 74% of cases reviewed were within the acceptable range. This is an increase from last year's score of 68% and above the 70% standard.



## Child and Family Assessment

**Summative Questions:** Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

**Findings:** 79% of cases reviewed were in the acceptable range. This is an increase from last year’s score of 68% and is above standard. Individual scores were given for this indicator. Scores ranged from 79% for the Child and Fathers to 71% for Caregivers.

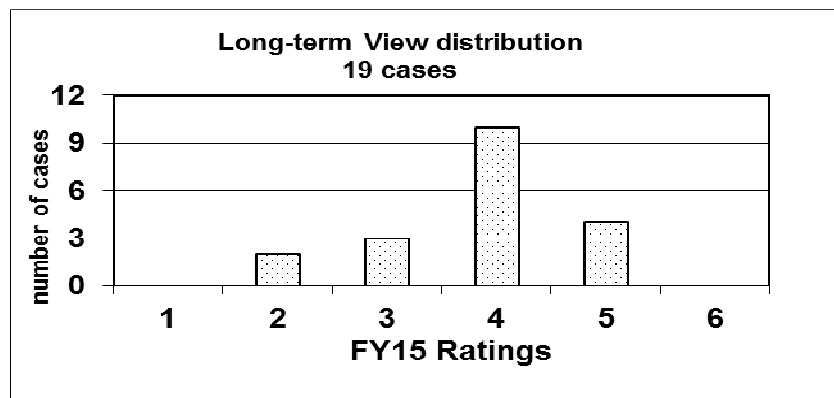


Eastern Assessment			
	# of cases	# of cases	FY15 Current Scores
	(+)	(-)	
<b>Overall Assessment</b>	15	4	<b>79%</b>
Child	15	4	<b>79%</b>
Mother	12	4	<b>75%</b>
Father	11	3	<b>79%</b>
Caregiver	5	2	<b>71%</b>
Other	7	2	<b>78%</b>

## Long-Term View

**Summative Questions:** Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

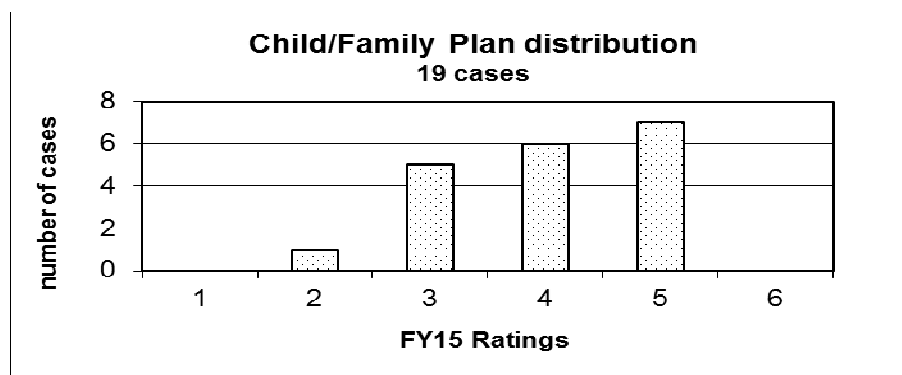
**Findings:** 74% of cases reviewed were within the acceptable range. This is a slight decrease from last year's score of 79% and is above standard.



## Child and Family Plan

**Summative Questions:** Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

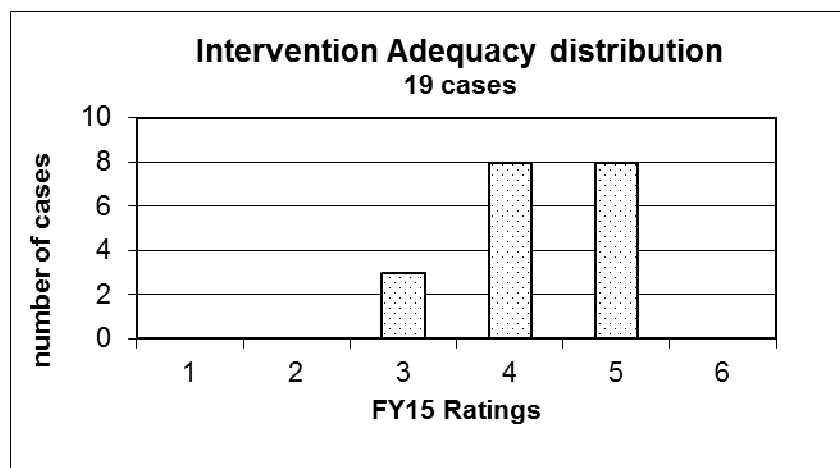
**Findings:** 68% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 74% and is below the standard of 70%.



## Intervention Adequacy

**Summative Questions:** To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

**Findings:** 84% of cases reviewed were within the acceptable range. This is a slight decrease from last year's score of 89% but remains well above the standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from 95% for the Child to 71% for Fathers. The scores for all parties are above the standard.

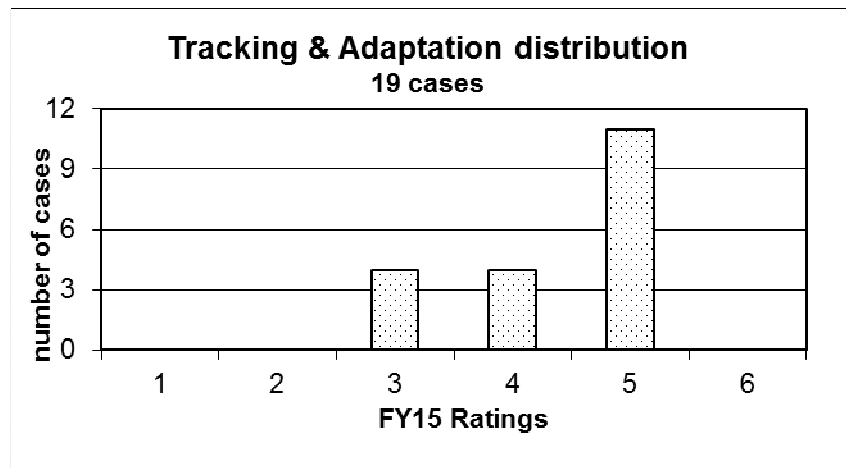


Eastern Intervention Adequacy			
	# of cases (+)	# of cases (-)	FY15 Current Scores
<b>Overall Intervention Adequacy</b>	16	3	<b>84%</b>
Child	18	1	<b>95%</b>
Mother	11	2	<b>85%</b>
Father	5	2	<b>71%</b>
Caregiver	6	2	<b>75%</b>
Other	6	1	<b>86%</b>

## Tracking and Adaptation

**Summative Questions:** Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

**Findings:** 79% of cases reviewed were in the acceptable range. This is a decrease from last year's score of 89% but remains above standard.

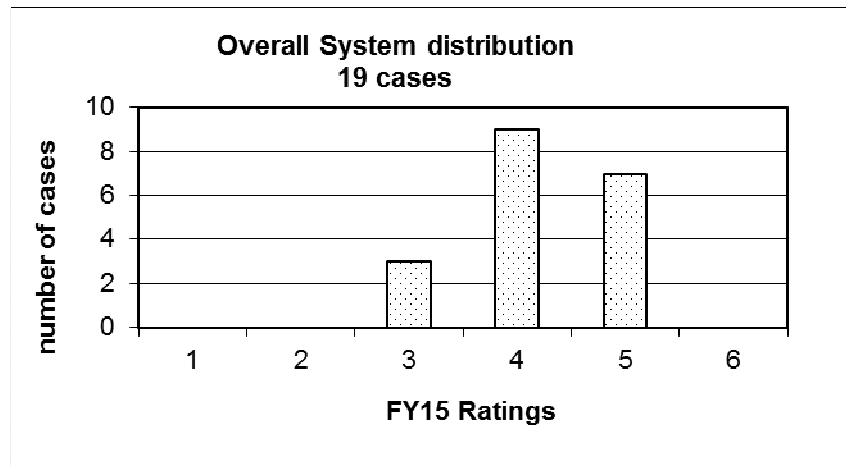




## Overall System Performance

**Summative Questions:** Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

**Findings:** 84% of cases reviewed were within the acceptable range. This is a four point decrease from last year's score and is slightly below the Overall System Standard of 85%.



## Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Eastern Region review indicates that 74% of the cases had acceptable ratings on both Child Status and System Performance. There were two cases that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
<b>Acceptable System Performance</b>	<b>Outcome 1</b> Good status for the child, agency services presently acceptable. n= 14 74%	<b>Outcome 2</b> Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 2 11%	<b>84%</b>
<b>Unacceptable System Performance</b>	<b>Outcome 3</b> Good status for the child, agency Mixed or presently unacceptable. n= 1 5.3%	<b>Outcome 4</b> Poor status for the child, agency presently unacceptable. n= 2 10.5%	<b>16%</b>
	<b>79%</b>	<b>21%</b>	

## V. Analysis of the Data

### RESULTS BY CASE TYPE

The following tables compare how the different case types performed on some key child status and core system performance indicators. The court ordered In-Home services cases (PSS) scored 86% on Overall System Performance and 86% on Overall Child Status. The voluntary In-home case scored 100% on every indicator except Child and Family Plan. In fact, the score on every System Performance indicator on the voluntary case was a 5.

In-home cases scored better than Foster Care cases on Overall Child Status and Overall System Performance.

Case Type	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care SCF	11	73%	55%	73%	82%	73%	82%	55%	64%	82%	82%	82%
In-Home PSS	7	86%	100%	86%	100%	71%	71%	100%	86%	86%	71%	86%
In-Home PSC	1	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
In-Home PFP	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency rather than abuse and neglect?” There has been a steady decrease in the number and ratio of delinquency cases involved in the review. The percentage of cases has decreased from 35% in FY12, to 15% in FY13, to 11% in FY14 and 5% this year. Because there was only one Delinquency case, this may not be representative of Delinquency cases in the region. However, the trend in the declining number of delinquency cases in the sample may be indicative of a declining number of delinquency cases in the Eastern Region caseload.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	1	100%	0%	100%	100%
Non-Delinquency	18	83%	78%	78%	83%

## RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were six different Permanency Goal types represented in the case sample. There were 13 cases with family preservation (Remain Home with parents and Return Home to parents). This was more prevalent than the six cases with alternative permanency goals (Adoption, Guardianship with Relatives or Non-Relatives, and Individualized Permanency). In general, cases with family preservation goal types fared better than cases with alternative permanency goal types. Cases with a goal of Guardianship Relative, Guardianship Non-relative and Individualized Permanency are represented by only one case each therefore performance scores in these categories may not be representative of practice.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	3	100%	67%	100%	67%	67%	67%	67%	67%	67%	67%	67%
Guardianship (Non-Rel)	1	0%	0%	0%	100%	100%	100%	0%	0%	100%	100%	100%
Guardianship (Relative)	1	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Individualized Perm.	1	0%	0%	0%	100%	0%	0%	0%	100%	0%	0%	0%
Remain Home	7	86%	100%	86%	100%	71%	71%	100%	71%	86%	71%	86%
Reunification	6	83%	67%	83%	83%	83%	100%	67%	83%	100%	100%	100%

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how caseload affected some key Child Status and core System Performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Over the previous three years, the number of workers in the sample with a caseload of 17 or more was steadily increasing. This was the first year where the trend was reversed. There were fewer workers carrying 17 or more cases during the past four years. The number of workers with 17 or more was only two. However, both these cases received acceptable scores on the Overall Child Status and System Performance.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	17	76%	71%	76%	94%	76%	82%	71%	65%	82%	82%	82%
17 cases or more	2	100%	100%	100%	50%	50%	50%	100%	100%	100%	50%	100%

### Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. There was not a consistent correlation between the workers' experience and overall status or performance scores. However upon closer inspection when looking at the Child and Family Plan indicator, all six cases that were unacceptable came from the groups with less than 37 months experience.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	3	67%	67%	67%	100%	100%	100%	67%	33%	100%	100%	100%
12 to 24 months	6	83%	83%	83%	83%	50%	67%	67%	67%	67%	67%	67%
24 to 36 months	4	100%	75%	100%	100%	100%	100%	100%	50%	100%	100%	100%
36 to 48 months	3	100%	100%	100%	67%	67%	67%	100%	100%	100%	67%	100%
48 to 60 months	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
60 to 72 months	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
More than 72 months	3	33%	33%	33%	100%	67%	67%	33%	100%	67%	67%	67%

## RESULTS BY OFFICE

The following table compares how offices within the region performed on some key Child Status and System Performance indicators. Cases from six offices in the Eastern Region were selected as part of the sample. Four of the six offices scored 100% on Overall System Performance (Blanding, Castle Dale, Moab and Roosevelt) however these office represented only 7 of the 19 cases in the review. The other two offices (Price and Vernal) had the majority of cases in the review and had the three cases that did not pass the Overall System Performance Score.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Blanding	1	100%	0%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Castle Dale	1	100%	100%	100%	100%	0%	100%	0%	100%	100%	100%	100%
Moab	2	100%	100%	100%	100%	100%	100%	100%	50%	100%	100%	100%
Price	6	67%	67%	67%	100%	83%	83%	67%	67%	83%	83%	83%
Roosevelt	3	67%	67%	67%	67%	67%	100%	67%	100%	100%	100%	100%
Vernal	6	83%	83%	83%	83%	67%	50%	83%	67%	67%	50%	67%

## RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. Children 13-15 years-old was the only group that did not meet the Overall Status standard, and Children 6-12 years-old was the only age group that did not meet the Overall System standard.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
5 years or less	7	100%	100%	86%	86%
6-12 years	4	100%	75%	100%	75%
13-15 years	5	80%	80%	80%	100%
16 + years	3	100%	100%	86%	86%

## SYSTEM INDICATORS

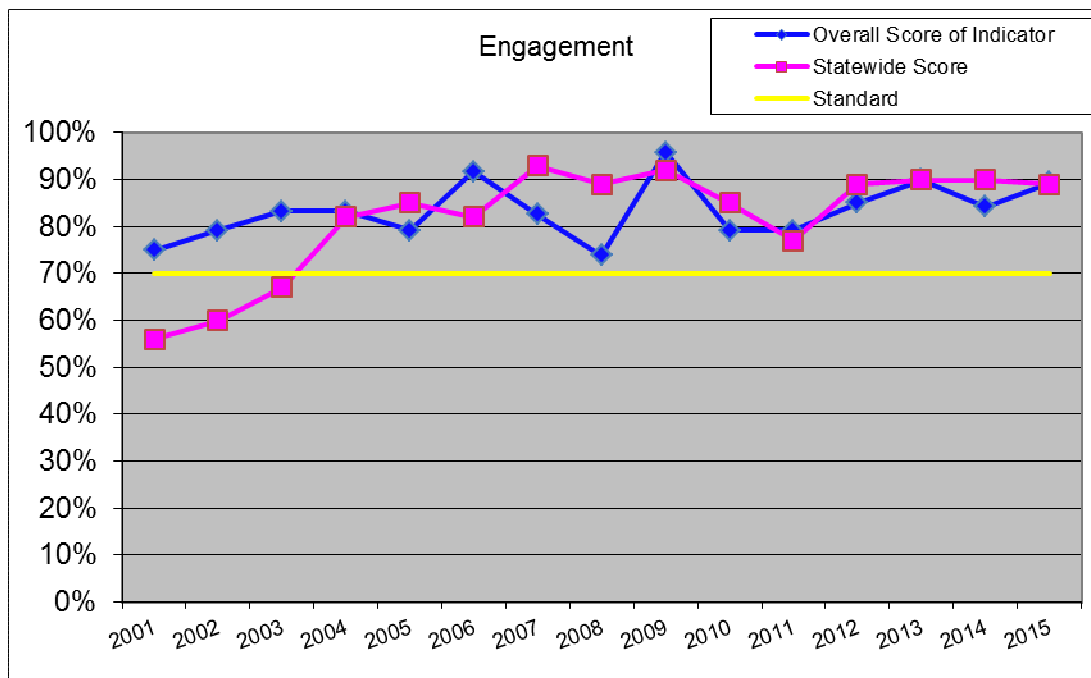
Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 14 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Eastern region's score on Overall System Performance declined this year from 89% to 84%. Scores improved on three of the System Performance indicators (Engagement, Teaming, and Assessment. Four System Performance indicators declined (Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking & Adaptation). Child and Family Plan was the only indicator that scored below standard.

## Child and Family Engagement

The average score for the Engagement indicator decreased while the overall percentage score for the Engagement indicator increased. The region score was equal to the state average for the Engagement indicator. Engagement was above the standard this year.

Engagement															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	4.04	4.00	4.29	4.33	4.58	4.42	4.48	4.09	4.67	4.21	4.21	4.40	4.15	4.42	4.21
Overall Score of Indicator	75%	79%	83%	83%	79%	92%	83%	74%	96%	79%	79%	85%	90%	84%	89%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%	90%	89%

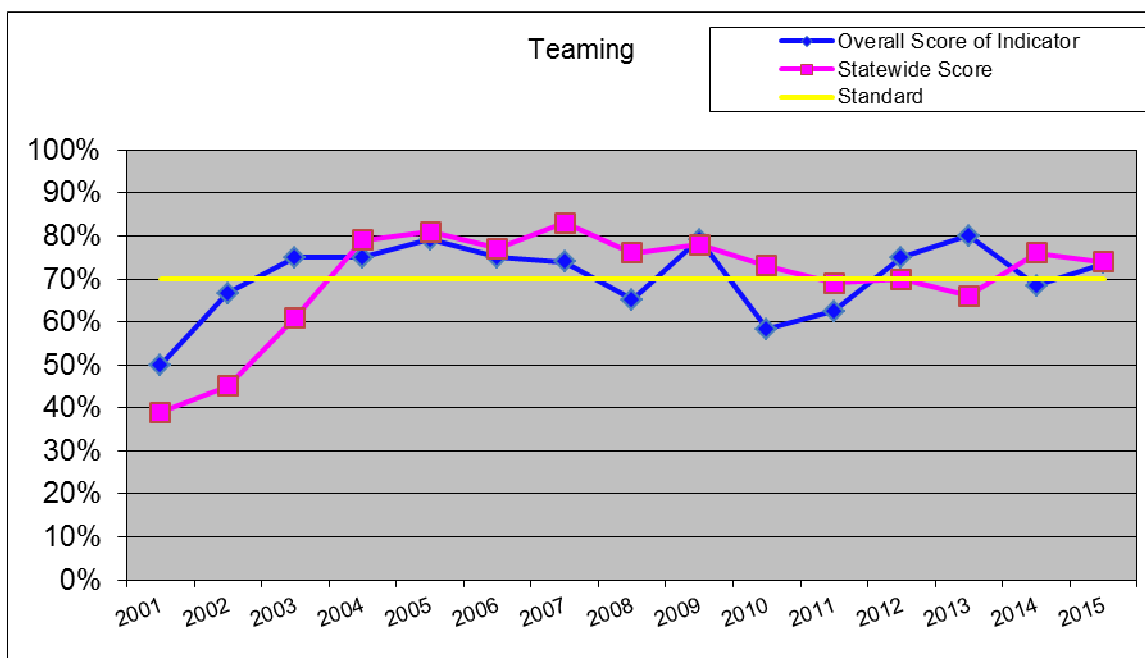




## Child and Family Team and Coordination

The average score for the Teaming indicator increased and the overall percentage score for the Teaming indicator increased. The region score was equal to the state average for the Teaming indicator. Teaming was above the standard this year.

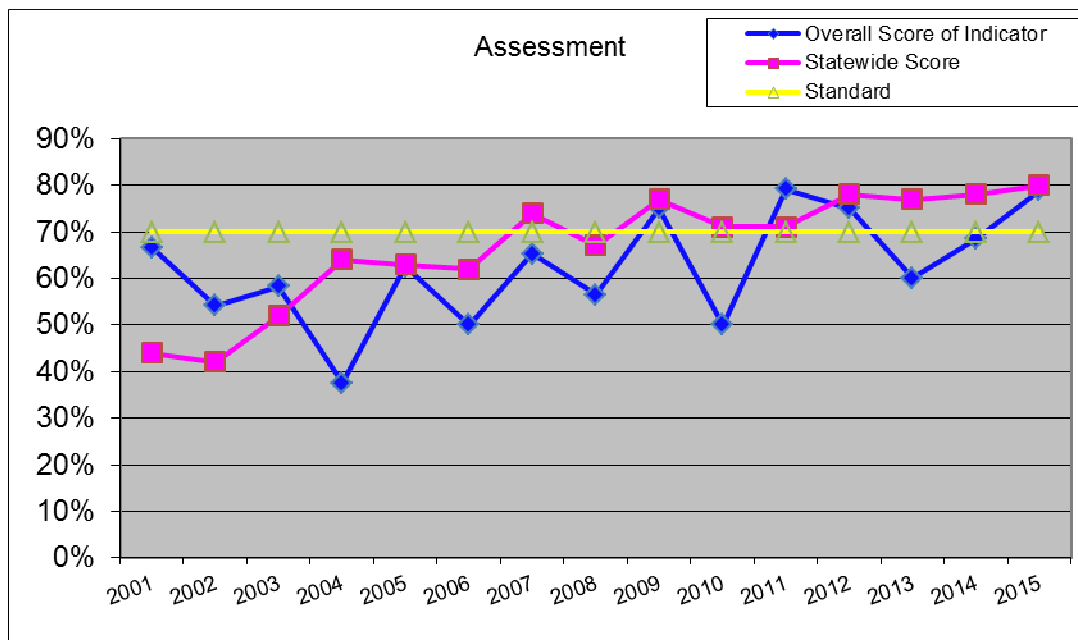
Teaming															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.75	3.83	4.08	4.08	4.21	4.04	4.22	3.91	4.42	3.75	3.92	4.05	3.95	3.89	4.11
Overall Score of Indicator	50%	67%	75%	75%	79%	75%	74%	65%	79%	58%	63%	75%	80%	68%	74%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%	76%	74%



## Child and Family Assessment

The average score for the Assessment indicator increased and the overall percentage score for the Assessment indicator increased. The region score was slightly lower than the state average for the Assessment indicator. Assessment exceeded the standard this year.

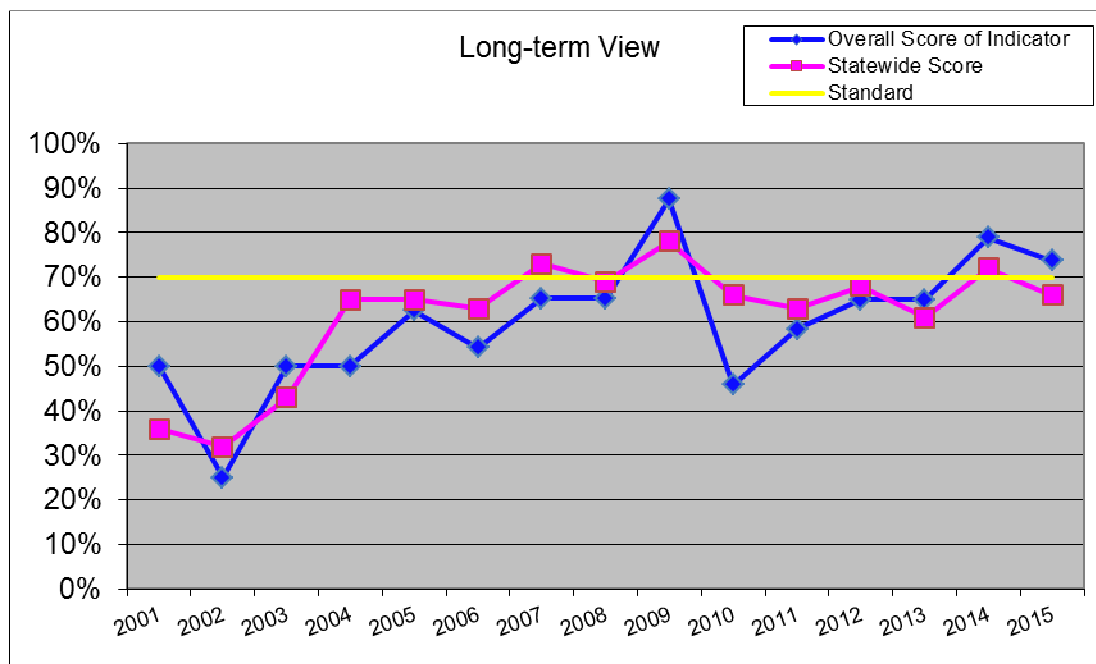
Assessment															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.75	3.58	3.92	3.50	3.75	3.63	3.91	3.74	4.13	3.54	4.04	4.00	3.75	3.89	3.95
Overall Score of Indicator	67%	54%	58%	38%	63%	50%	65%	57%	75%	50%	79%	75%	60%	68%	79%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%	78%	80%



## Long-Term View

The average score for the Long-term View indicator decreased and the overall percentage score for the Long-term View indicator decreased. The region score was above the state average for the Long-term View indicator. Long-term View exceeded the standard this year.

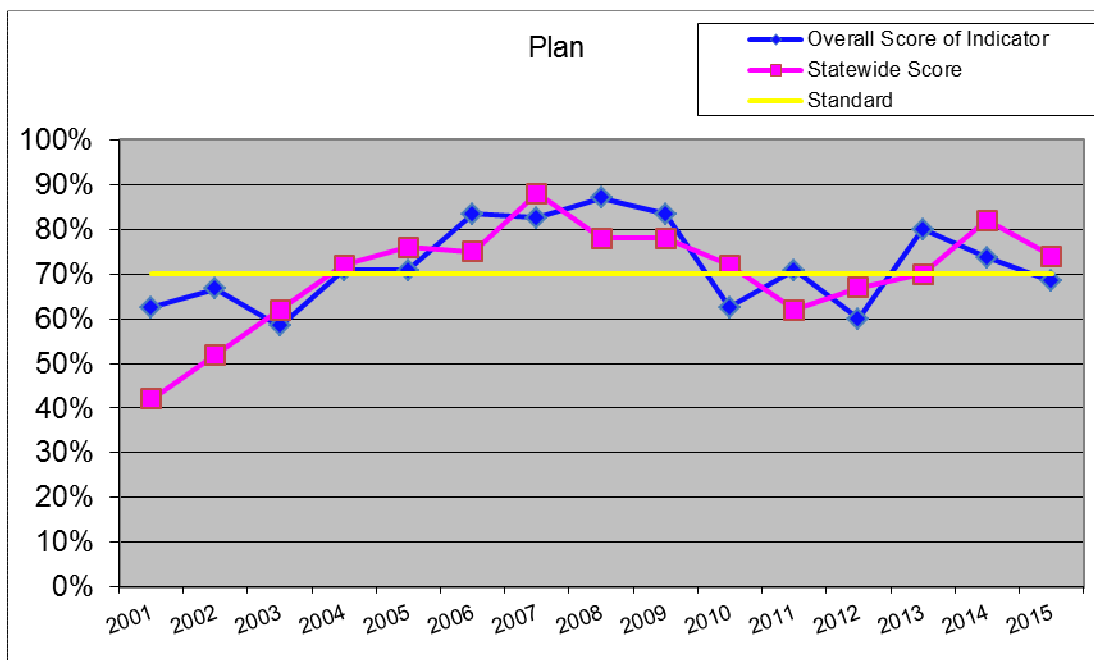
Long-Term View															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.38	2.92	3.50	3.54	3.67	3.63	3.78	3.65	4.17	3.54	3.71	3.85	3.85	4.11	3.84
Overall Score of Indicator	50%	25%	50%	50%	63%	54%	65%	65%	88%	46%	58%	65%	65%	79%	74%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%	72%	66%



## Child and Family Plan

The average score for the Child and Family Plan indicator remained the same while the overall percentage score for the Child and Family Plan indicator decreased. The region score was below the state average for the Child and Family Plan indicator. Child and Family Plan did not meet the standard this year.

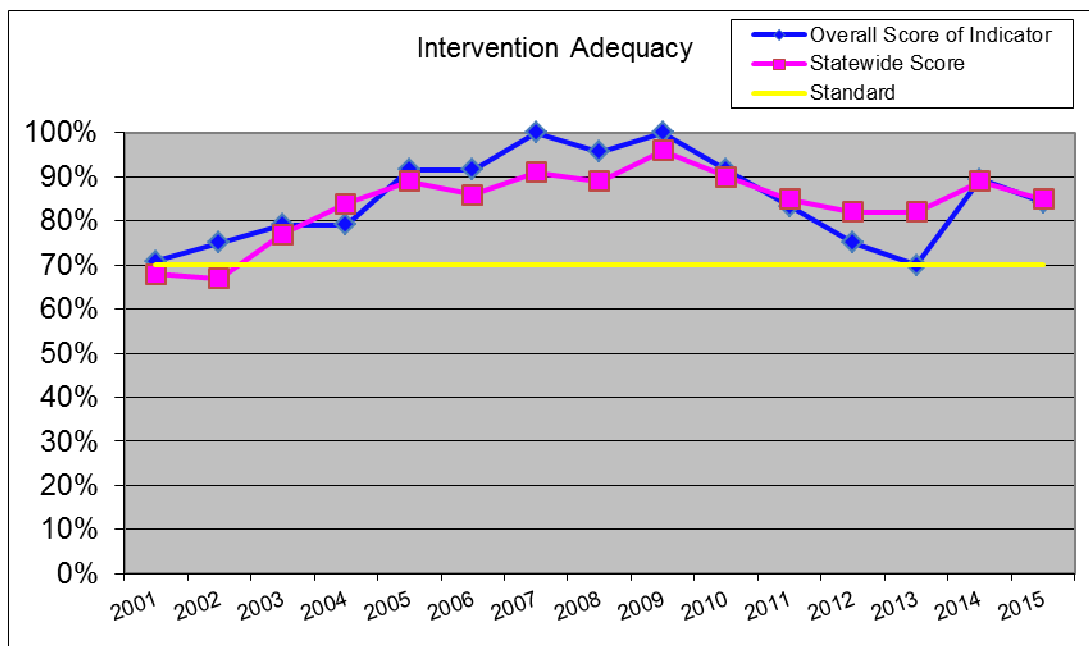
Child and Family Plan															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.92	3.63	3.79	3.83	3.88	4.17	4.22	4.13	4.33	3.71	3.96	3.80	3.95	4.00	4.00
Overall Score of Indicator	63%	67%	58%	71%	71%	83%	83%	87%	83%	63%	71%	60%	80%	74%	68%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%	82%	74%



## Intervention Adequacy

The average score for the Intervention Adequacy indicator decreased and the overall percentage score for the Intervention Adequacy indicator decreased. The region score was slightly below the state average for the Intervention Adequacy indicator. Intervention Adequacy exceeded the standard this year.

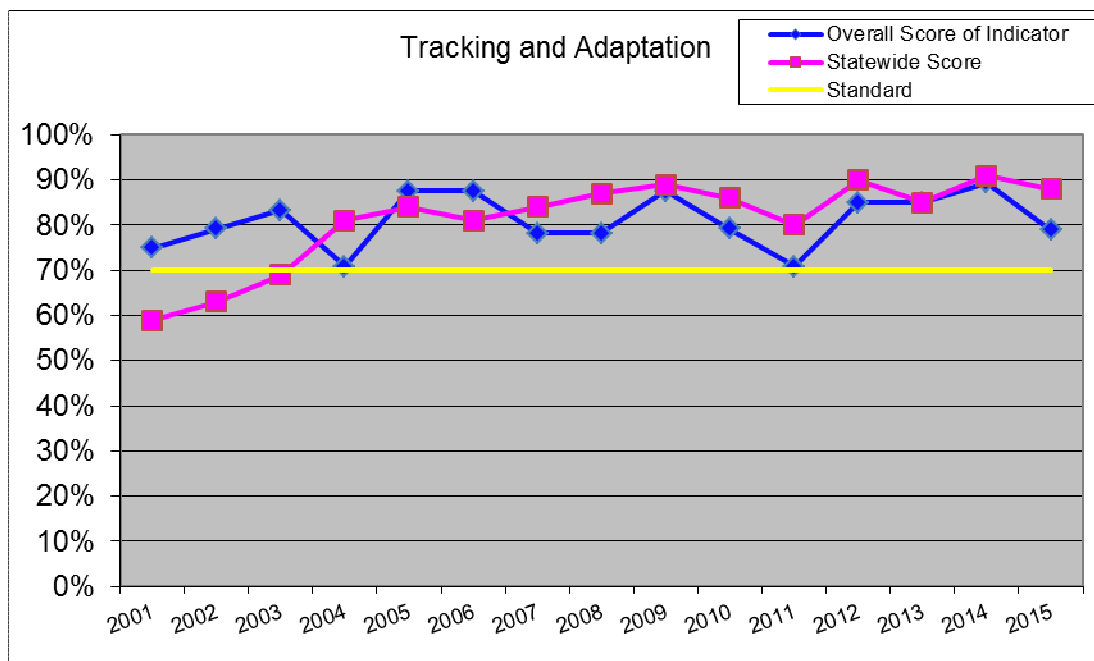
Intervention Adequacy															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	4.00	3.92	4.13	4.17	4.42	4.42	4.74	4.35	4.75	4.21	4.17	4.20	4.00	4.32	4.26
Overall Score of Indicator	71%	75%	79%	79%	92%	92%	100%	96%	100%	92%	83%	75%	70%	89%	84%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%	89%	85%



## Tracking and Adaptation

The average score for the Tracking and Adaption indicator decreased and the overall percentage score for the Tracking and Adaptation dedicator decreased. The region score was below the state average for the Tracking and Adaption indicator. Tracking and Adaption exceeded the standard this year.

Tracking and Adaptation															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	4.13	4.21	4.25	4.08	4.42	4.33	4.52	4.26	4.71	4.17	4.17	4.40	4.20	4.47	4.37
Overall Score of Indicator	75%	79%	83%	71%	88%	88%	78%	78%	88%	79%	71%	85%	85%	89%	79%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%	91%	88%



## **V. Summary and Improvement Opportunities**

### **Summary**

During the FY2015 Eastern Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Eastern Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of children and families. During the QCR review, a few opportunities for practice improvement were also identified that could improve and enhance the services being provided.

### **Child Status**

Several indicators scored 100% including Health/Physical Well-being, Learning and Family Connections. For Health/Physical Well-being this is the second consecutive year. Stability remained high for the second consecutive year at 84%.

Several Child Status scores decreased from last year; namely Safety, Prospects for Permanence, Emotional/Behavioral Well-being, Learning, and Satisfaction. However, all Child Status scores were above the 70% standard and five of the eight indicators were above 80%.

It should be noted that there were two cases with concerns with “safety from others.” There was another case with concerns with “safety to self.” There was a case where both “safety from others” and “safety to self” was unacceptable. Typically, administrators promptly review the circumstances of these cases and implement appropriate interventions.

### **System Performance**

Eastern Region reached the Overall System standard in each of the last two years. This year they missed the Overall System Performance score by one percent by scoring 84%. The overall System score decreased slightly from last year’s score of 89%. The region improved in Engagement, Teaming and Assessment. The improvements in Teaming and Assessment addressed areas which were below the standard in FY14. Both Teaming and Assessment are above standard in FY15.

Six of the seven System Performance indicators were above standard. Child and Family Plan was slightly below standard, scoring 68%.

## **Improvement Opportunities and Recommendations**

### **System Performance**

Three cases had unacceptable Overall System Performance, meaning a majority of the system indicators scored unacceptable. This is an indication that these cases need attention at a level higher than the caseworker level. OSR recommends the regional administrative team inspect these cases and discuss how to improve system performance on them.

## **Child and Family Plan**

There were six cases with unacceptable scores on Child and Family Plan which resulted in a score of 68%. Reasons reviewers gave for finding the Child and Family unacceptable included:

- In five out of the six cases, reviewers noted that the plan was no longer relevant to the situation.
- In three out of six cases, reviewers noted that the working plan was sufficient but that the written plan did not reflect these efforts.
- In two of the six cases, reviewers noted that the plan was underpowered or missing key interventions.
- In two of the six cases, reviewers noted that the plan was not adequately distributed to key individuals. (This was not the only factor for the rating.)
- In one of the six cases, the review team noted that the plan did not make the connection between the Assessment and the Long-term View.

## **Possible Next Steps toward Practice Improvement**

Train, coach, and mentor workers on the written Child and Family Plan that fit the following criteria:

- Foster Care cases
- Workers with less than 3 years of experience
- Price and Vernal Offices

A copy of the Eastern Region Practice Improvement Plan can be found at <http://dcfs.utah.gov/reports/>